

21 July 1976

NOTE FOR: Deputy Director for Administration

STATINTL

FROM : [REDACTED]  
Assistant for Information

SUBJECT : Possible Subjects for State of the Directorate  
Talk

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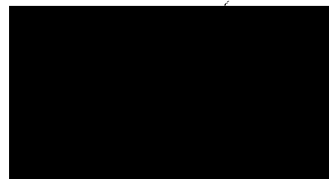
[REDACTED] and I have gotten together and have discussed possible topics for inclusion in any State of the Directorate talk you may choose to give in the upcoming months. Both of us feel that any such talk should be deferred until after the holiday period for obvious reasons. The specific items we have come up with are:

- I. Externally Generated Factors of Importance to the DDA
  - A. The Senate Oversight Committee and the Predictable Continuing Reporting Requirement
  - B. The Changed Conditions of Overseas Service — Inflation, Terrorism, etc.
  - C. FOIA and Privacy Act
  - D. The Probable Effects of DDO Restructuring Overseas on DDA Overseas Jobs and Assignments
  - E. Management Relationships with the Executive Advisory Group and the Restructured Comptroller Organization
  - F. Support to the Intelligence Community Staff
- II. Internally Generated Factors of Importance to the DDA
  - A. The DDA Staff Reorganization and the New Application of MBO Concepts to the Directorate's Activities
  - B. The Progress of Automated Systems in Direct Support of the DDA (GAS, FRS, MAP)

- C. The APP and the PDP in the Directorate
- D. The Realignment of the MG Subservice and Current Rotational Plans Within the DDA

III. Miscellaneous Current Challenges

- A. Office Space  
(How do we meet even the minimal requirements for the next year?)
- B. EEO  
(Can we with reason and in a constructive manner convert affirmative action plans to affirmative action in the Directorate?)
- C. Innovative Technical Developments  
(Are we geared up in the DDA to take full advantage of technology without becoming its slave?)
- D. Records Management, Classification Management and Declassification Program  
(How are we best going to mobilize our resources to meet the requirements of the various applicable Executive orders?)



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Meeting: Preliminary w/Messrs. [REDACTED]  
Date : Tuesday, 31 August  
Time : 2:00 P.M.

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State of Directorate Address:

Thursday - 23 September 1976 (Auditorium/Reserved)

Times: 10:30 A.M. and 2:30 P.M.



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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Outline of Proposed "State of Directorate" Address

FROM:

John F. Blake  
Deputy Director for Administration  
Room 7D-24, Headquarters

EXTENSION

NO.

DATE

18 August 1976

STATINTL

TO: (Officer designation, room number, and building)

DATE

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1.

Mr. Malanick

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

Here is a proposed outline for a "State of the Directorate" address. Would all of you have at it and let me have by Monday, 23 August, any additions, subtractions, or anything else except vile criticism? We will then get together next week and make a "no" or "go" decision.

John F. Blake

Attachment  
Draft Outline

Distribution:

Orig - DDA  
1 - ADDA  
1 - EO-DDA  
1 - AI-DDA

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## STATE OF DIRECTORATE ADDRESS

TWO YEARS SINCE LAST WE MET

UNQUESTIONABLY, TWO MOST DRAMATICS YEARS IN AGENCY HISTORY:

- A. THREE INVESTIGATIONS
- B. WORLD-WIDE PRESS DISCLOSURES
- C. CHANGE OF DIRECTORS
- D. ESTABLISHMENT OF PERMANENT, FULL-TIME  
OVERSIGHT COMMITTEE WITH EXCLUSIVE  
JURISDICTION
- E. SPEAKER IS ONLY DEPUTY LEFT SINCE WE LAST  
MET.

TO SUM IT ALL UP AND TO PARAPHRASE THE NOVEL, "THE SPY WHO CAME  
IN FROM THE COLD", WE ARE TODAY THE SPIES WHO WENT OUT INTO THE  
HEAT.

THE PURPOSE OF THE GATHERING IS TO INFORM ON SIGNIFICANT ACTIVI -  
TIES, MAJOR ACCOMPLISHMENTS, AND ORGANIZATIONAL CHANGES AND THEN  
TO IDENTIFY CURRENT AND FUTURE PROBLEMS AND CHALLENGES.

A FEW WORDS ON ORGANIZATION AND PERSONNEL:

- A. DIRECTORATE ORGANIZATION REMAINS AS IT WAS  
TWO YEARS AGO--OJCS NAME CHANGED TO OFFICE  
OF DATA PROCESSING.

- B. SINCE SEPTEMBER 1974, THIS DIRECTORATE HAS HAD

8 CHANGES IN DEPUTY DIRECTORS.

(DEL OBTAINING FIGURES)

I WOULD LIKE TO IDENTIFY EACH OFFICE DIRECTOR FOR YOU:

--DIRECTOR OF COMMUNICATIONS

[REDACTED]

STATINTL

DIRECTOR OF DATA PROCESSING

- CLIFFORD D. MAY

DIRECTOR OF FINANCE

- THOMAS B. YALE

DIRECTOR OF LOGISTICS

- JAMES H. McDONALD

DIRECTOR OF MEDICAL SERVICES

- CHARLES A. BOHRER

DIRECTOR OF PERSONNEL

- F. (FRED) W. M. JANNEY

DIRECTOR OF SECURITY

- ROBERT W. GAMBINO

DIRECTOR OF TRAINING

- HARRY E. FITZWATER

THE EXTRAORDINARY DEMANDS ON THE DIRECTORATE AND ITS OFFICES VARY AT ANY GIVEN TIME. WHAT WE DO REFLECTS THE DYNAMICS OF THE WORLD AND THE TASKING GIVEN THE AGENCY BY NATIONAL AUTHORITY. FOR

EXAMPLE, IF THIS WERE CIRCA 1970, WE WOULD SPEAK OF THE SIGNIFICANCE OF THE OFFICE OF LOGISTICS

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IF THIS WERE 1973, WE WOULD SPEAK OF THE GREAT DEMANDS UPON THE OFFICE OF PERSONNEL IN COPING WITH THE PERSONNEL POLICIES OF DR. SCHLESINGER.

BUT THIS IS 1976, THEREFORE, TODAY WE HAVE SELECTED TO DISCUSS THOSE THINGS OF PARTICULAR SIGNIFICANCE TO THE DIRECTORATE AND ITS MISSION TO SUPPORT THE AGENCY AND THE OFFICES PARTICULARLY INVOLVED. THERE IS, HOWEVER, ONE BASIC ASSUMPTION UNDERLYING THE ENTIRE PRESENTATION. EACH OFFICE MAKES AN EQUAL, CONTINUING

CONTRIBUTION AND NONE IS MORE ESSENTIAL THAN ANOTHER. IN A FOOTBALL ANALOGY THERE IS A TIME WHEN THE TELEVISION CAMERA IS ON A TIGHT END, A RUNNING BACK OR A LINEBACKER. THE SUCCESSFUL CONDUCT OF ANY PLAY DEPENDS ON THE ENTIRE TEAM EFFORT BUT ANY GIVEN PLAY AT ANY GIVEN TIME DEPENDS ON THE KEY PLAYER WHO MUST EXECUTE THE PARTICULAR EXPERTISE THAT IS REQUIRED AT THAT TIME. PLEASE NOTE IN THIS ANALOGY I HAVE MADE NO REFERENCE TO THE QUARTERBACK.

OFFICE OF SECURITY/OFFICE OF MEDICAL SERVICES/OFFICE OF TRAINING  
AND SPECIAL SUPPORT ASSISTANT TO THE DDA:

--DEVELOP ABOUT A 5 TO 6 MINUTE PORTION OF THE SCRIPT THAT EXPLAINS THE COUNTERTERRORISM PROGRAM AND THE ROLE PLAYED BY THESE 4 UNITS. ALSO HAVE AT LEAST ONE GRAPH THAT SHOWS PLACES VISITED IN THE LAST YEAR OR SO BY THE OFFICE OF SECURITY'S ROVING SECURITY TEAMS. ANY OTHER GRAPHS WOULD BE WELCOMED.

OFFICE OF PERSONNEL

--DEVELOP ABOUT A 2-MINUTE SCRIPT PORTION ON THE MAINTENANCE OF THE RECRUITMENT STATISTICS ALL THROUGH 1975--TO DATE. HAVE A GRAPH THAT REFLECTS THESE STATISTICS IN GROSS FORM.

OFFICE OF COMMUNICATIONS

--DEVELOP ABOUT 2 MINUTES ON THE ESSENTIALITY  
OF THEIR FUNCTION [REDACTED]

STATINTL

OFFICE OF FINANCE/OFFICE OF LOGISTICS AND OFFICE OF DATA PROCESSING

--I AM WILLING TO TALK UP TO 2 MINUTES EACH ON THE  
OFFICES OF FINANCE, LOGISTICS, AND DATA PROCESSING  
ONLY IF THERE IS REALLY SOMETHING OF SIGNIFICANCE  
TO GET ACROSS.

FREEDOM OF INFORMATION ACT

--ABOUT 3 MINUTES ON THE TOTALITY OF THE PROGRAM  
SINCE 19 FEBRUARY 1975. A GRAPH SHOWING THE  
NUMBER OF INITIAL INQUIRIES, BROKEN DOWN BY  
2 OR 3 CATEGORIES; THE NUMBER OF APPEALS; AND  
AMOUNT OF LITIGATION.

HOW DO WE VIEW OUR CURRENT AND FUTURE PROBLEMS AND CHALLENGES?  
FIVE DDA CAREERISTS<sup>WHO</sup>/RECENTLY ATTENDED THE SENIOR SEMINAR  
CONVENED THEMSELVES AS A GROUP AND IDENTIFIED CERTAIN PROBLEMS.  
LET ME ACQUAINT YOU WITH SOME OF THEM BECAUSE THEY WERE A  
REMARKABLY ASTUTE GROUP OF PEOPLE:

STATINTL

A. [REDACTED]

4

AND OFFICE OF FINANCE CONFERENCES [REDACTED]  
VARIOUS STAFF MEETINGS HELD BY YOUR OFFICE

STATINTL



DIRECTORS; THE OFFICE OF SECURITY'S  
SPECIAL AGENTS' TRAINING COURSE;  
FIELD RECRUITERS' CONFERENCE, THE  
OFFICE OF DATA PROCESSING'S MANAGEMENT  
CONFERENCE, ETC.

HOW DO WE ASSESS THE DIRECTORATE TODAY AND TOMORROW?

A. TODAY -- NOTE REACTION TO BRIEFINGS GIVEN  
TO TONY LAPHAM AND [REDACTED]

STATINTL

B. TOMORROW -- BE CONSTANTLY ALERT TO THE  
DYNAMICS OF THE WORLD AND THE AGENCY;  
DON'T REST IN A STATUS QUO; MUST BE  
CONSTANTLY AWARE OF CHANGING PLANS AND  
CONCEPTS IN THE OTHER DIRECTORATES SO WE  
MAY DO RELEVANT PLANNING.

AS I HAVE SAID BEFORE ON OTHER OCCASIONS, THIS DIRECTORATE IS NOT  
THE REASON THE AGENCY IS SUCCESSFUL IN DISCHARGING ITS  
RESPONSIBILITIES--WITHOUT THE EXPERTISE AND DEDICATION OF THE  
PERSONNEL OF THIS DIRECTORATE THE AGENCY ACCOMPLISHMENTS COULD  
NOT TAKE PLACE.